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UNDERSTANDING THE CAREER MANAGEMENT

Applying career models and instruments to pursue career goals

Thesis

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ABSTRACT

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| <p>In these recent years, there are a lot of young people have faced with the big questions about the career, which career is suitable for them and/or how to pursue and accomplish the career goals. Being one of them, I decided to research the essential approaches which might help me to succeed in the future. The objective of this study is to have the insight knowledge of career management. Then all recommended approaches and instruments could be applied to discover the personal characteristics and manage the career plan. To achieve this work, it was started by exposing the primary theories related to career management. Besides, the research findings would lead to the suggestions on how to pursue the career goals of a person and identify potential opportunities to optimize one's skills and capabilities.</p> <p>The theoretical framework was introduced by the definitions of the career as well as the career types and models. Specially, the differences among four generations were analysed as the most vital reason which drove the variant from the traditional career toward the protean career. Interestingly, I applied my personal stories and experiences to the career models and vocational guidance approaches in order to determine my characteristics and behaviours. Additionally, two types of qualitative research were executed by examining myself and arranging an in-depth interview via Skype with a successful person. After that, a clear career plan could be created and exercised immediately. Last but not least, having good career management would not only enhance the individuals' valuable abilities but also develop the organizations' beneficial capabilities. From another perspective, this report was considered as necessary for both employees and employers; especially for whom wanted to work in the field of human resources management.</p> <p>In conclusion, nothing is absolute; therefore, it is always indispensable to exercise iterations regardless of a failure in one's career management. As listed in the thesis, there were a lot of particular examples about standing up successfully after falling down terribly. Thus, I think anyone needs to take time, keep calm and be active to step up career ladders.</p> | | |
| Key words Boundaryless, career, career anchors, career model, development, generation, human resources, intelligent, management, protean | | |

PREFACE

This Bachelor's Thesis has been done for the Department of Business Management, Centria University of Applied Sciences in January 2016 - April 2016.

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I want to thank my friends even though some of them are living quite far from me. They often update my status and relax me by their silly stories.

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Last but not least, I am grateful for my husband just for believing in me during two years of far-distance love and the most important, for being by my side and taking care of me all the time. He knew how to push me to complete my work every time I felt lazy.

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Thai Nguyen Hoai Huong

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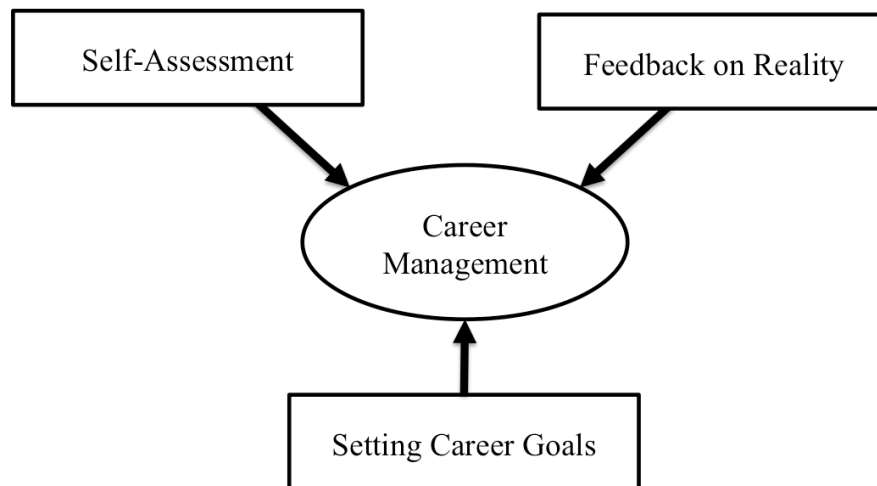
1 INTRODUCTION

According to the professional development series (Reuten 2004), during 168 hours per week, a person spends about fifty hours for his or her career that occupies more than a quarter of one's weekly life related to work hours, commute, training, change management, etc. Moreover, career has been seen as a personal life goal since a person was a child. Throwing back your childhood, when someone used to ask you which occupation you wanted to do in future, your dream of career was created at that time. Therefore, a person absolutely needs to plan his or her career management in order to acquire career goal and optimal skills as well as capabilities. However, it seems to be that there are a lot of people misunderstanding about the definition and importance of the career. As a result, they pursue unsuitable careers which limit their abilities as well as eliminating their interests or they use career as a tool to get money and survive. Nonetheless, if individuals know how to manage career plan well, they can identify their potentialities and fascinations, plan life and objectives and recognize the good promotion paths inside and outside the organization.

And vice versa, well-planned career management not only helps individuals to develop abilities but also supports organizations to achieve goals. Organizations need to create an effective career management in order to develop the full capacity of the labor workforce. Career development addresses the incentives driving employees to push their skills and proficiency to optimal use. By having good career management, employers can identify the needs of human resources, plan the promotion paths of talented employees and assess potential individuals to invest essential training programs.

Noticing the importance of career management, I want to discover the most primary literatures of 'career' term and some practical approaches helping people to determine the personal characteristics, interests and goals of career life. Particularly, it begins with the report of 'career' terms definitions which is outlined respectively through three vital questions as "Why is career management important?", "What is a 'career'?" and "What is 'career development'?". Then, there is a brief of difference between traditional career and protean career which is the newest career type nowadays. Moreover, it is also important to mention about the changes of generations during the flow of time. In other words, human is the main element creating career so the change of generations push the differences in

career model. Applying the formulation of Mathis and Jackson (2005) as Graph 1, an effective career management should include three aspects which are self-assessment, feedback on reality and setting career goals. About self-assessment, I provide the theories of three career models together exercising and assessment myself on them as the example for you in order to apply. About feedback on reality, I suggest that you should interview a person who already succeeded in your dream career and he or she is willing to share experiences with you. After that, I suggest you applying the 360 survey in order to collect feedback from others about yourself. These methods and my personal analyzing are also included in this work. All in all, you are able to set your career goals based on the self-assessment and real feedback.



GRAPH 1. Career management (adapted from Mathis & Jackson 2005).

However, this thesis cannot be applied to people from all walks of life due to the differences in the life condition, psychology, physical health, rationality, and emotion. Besides, the study on this topic might have some shortcomings because I am just a newly-graduated student and had not experienced much in career management. Despite the existing limitations, it is possible to follow this instruction without my validation because all references are mostly based on the theories of numerous authors and the stories of some successful people around the world. In fact, there are many career models that already tested throughout a long period of time; however, the three career models which I have used for self-assessment are the most practical ones. All the career models was suggested by the professor Jonathan Peterson who was in charge of the International Career Development course at Groupe Sup De Co La Rochelle, France.

2 THEORETICAL FRAMEWORK

2.1 What is a 'career'?

By collecting information, there was a list of the main characteristics focusing on the term 'career' providing by many theorists and researchers. The National Career Development Association (Sears 1982) defined the career as "The totality of work one does in his or her lifetime". Niles and Harris-Bowlsbey (2005) had the same perspective as Super's (1976) that they advocated "viewing career as lifestyle concept". According to Herr, Cramer & Niles (2004), "career are unique to each person and created by what one chooses or does not choose. They are dynamic and unfold throughout life".

McDaniels (1978) defined the career as "not only a person's work or occupation but also lifestyle, including both work and leisure activities". Compared to occupation or profession, career involves much more multiple roles over the course of a lifetime. For example with a student, the career concept is instituted from high school if likely to be academics or workers depending on each person during the life experiences and factors. Those could be gained by activities through education, work, family and the daily life that came with the career choice and the process of building the career (Hansen & Keierleber 1978). Therefore, the more considering careers, the more various factors involved in living that influenced careers. Students' career are "unfolding and evolving everyday" (Gysbers, Heppner & Johnston 2003), and "career exist only as people pursue them, they are person-centered" (Super 1976). Raynor & Entin (1982) figured out that the term career had had a double meaning that were behavioral conceptions combining with phenomenological. In other words, it included the meanings of what people were doing and thinking. Thereby, the successes and failures of the past and present gave a person a self-perspective reflecting within the social context as well as a plan for the future.

Although there was the difference of using words and emphasis in the definitions, those always focus on the same key characteristics of the term career. That is, career is not only packed in the aspect of working and doing during one's life, it goes further as an essential, fundamental and unmissable component in a person's life. People apply the life experiences into a career then using all experiences gaining through a career in order to

grow up during daily life. Whereby, there is also the reflection of career experiences into one's life; consequently, life means career and career means life. In other words, "a career is a person's life, and in this usage, there is one career for every person" (Cochran 1991).

2.2 What is 'career development'?

As listed above, 'career' viewed like the nature of inclusive and complicated self-development through a lifetime of the person. Therefore, it was advised to use the phrase 'career development' to replace the term 'career'. Gysbers and Moore (1975) also proposed that "the term life-career development rather than just a career, including self-development, role situations, and events generally". According to Sears (1982), career development was defined as "the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to shape the career of any given individual over the life span". Niles and Harris Bowlsbey (2005) described career development as "the lifelong psychological and behavioral processes as well as contextual influences shaping one's career over the life span". To be more specific, the term 'career development' would be defined as three following clarifications: career as life process, career as individual agency and career as meaning making.

2.2.1 Career as life process

Career as life process is the transitional process, the developmental nature and includes the diverse roles. Super (1980, 1990) and Ginzberg (1984) had the same viewpoint that career has been nonstop process. Therefore, career had three primary characteristics that it engaged throughout one's timeline, expressed a changing process, and promoted the activeness of a person in order to adapt oneself to his or her workforce.

The developmental nature

According to Super (1980), "one's career is composed of a series of the main career developed stages, namely, growth, exploration, establishment, maintenance and disengagement, throughout one's whole life". Great minds think alike, Ginzberg (1984) and his colleagues also thought that "career follows a developmental process". He claimed: "Occupational choice is a lifelong process of decision making for those who seek major satisfaction from their work. This leads them to reassess repeatedly how they can improve

the fit between their changing career goals and the realities of the world of work." Throughout a period of time, a person applied for many different positions or gained more experiences from other vacancies then the career choice was narrowed down. From this sense, one's career decision was generated and formed by excluding the unsuitable choices and "life structure once designed is not static; it runs a developmental course and then needs redesign" (Super et al. 1996, 130).

The diverse roles

From the very beginning of life, a person carried out a lot of various roles which he or she had to perform as a child, sibling, spouse, parent, student, worker, employee, servant, citizen, etc. (Super 1990). Those roles could create the interactions which were supportive or contradictory depending on each case and this was the reason of "multiple roles can enrich life or overburden it" (Super et al. 1996, 129). However, this complexation generated career by the overlapping roles and the diversity of missions in life (Cochran 1990).

The transitional process

During the growing up lifetime, a person underwent particularly different stages which mean the transitional process. Thereby, there were also the transitions in career which might happen by some reasons such as (1) to meet personal needs (Roe 1956; Roe & Lunneborg 1990); (2) the mutual satisfaction among the person and his or her working environment (Dawis & Lofquist 1984; Dawis 1996) or (3) to fulfil self-cognitive development (Tiedeman & O'Hara 1963; Miller-Tiedeman & Tiedeman 1990). As the diversity of transitions, theorists and researchers emphasized on different issues in various situations, individuals' coping with the transition (Hopson & Adams 1977) or how unemployed people felt and acted during the transition (Amundson & Borgen 1982).

2.2.2 Career as individual agency

If it was agreed that career as a life process, the term would be incomplete without mentioning the involvement of the person. During every process, there were always two sides of effects which came from internal and external circumstances. In this part, I want to focus more in the self-concept including two statuses which are self-awareness and self-efficacy.

Self-awareness

Every person had the psychological selfhood which formed the emotion, the way of thinking, acting and responding in various cases. This selfhood made the differences inside each person and created the core cognitions showed in dealing with the external world. As many theorists, the psychological selfhood might have very important force in life career development depending on the effect of its level and quality (Super 1957, 1963, 1981; Tiedeman & O'Hara 1963; Holland 1973, 1992; Gottfredson, 1981, 1985, 1996; Miller-Tiedeman & Tiedeman 1990). Parallel to personal career development, there was always the personal effort which was one of the vital elements deciding the good or bad result.

Self-efficacy

To be adapted and succeeded in life career development, a person had to respond with career's need; and the other side, the descriptions of career also fitted with him or her. To make sense, the person might create the rational thinking in order to evaluate his or her value and hence, the self-efficacy was formed from the balance between the ego measurements and the response to external needs. According to Lent et al. (1996, 380), "self-efficacy is not a unitary, fixed, or decontextualized trait but rather involves a dynamic set of self-beliefs that are specific to particular performance domains and that interact complexly with another person, behavior, and environmental factors".

2.2.3 Career as meaning making

According to Collin & Young (1986), there were three models of career literature which were ecological, biological and hermeneutical.

- Ecological was more focused on interrelationships rather than causal issues in one's life career path
- Biological figured out the actions of people in life experiences' narrative
- Hermeneutical was the combination of both ecological and biological that helps those make sense.

Although Young et al. (1996) preferred analyzing the interactions between person and environment, they had quite same ideas as Collin & Young (1986) with three models; namely, multiplicity, meaning and interweaving.

- In multiplicity model, the structure of career context was formed by the complex and multifaceted factors and interrelationships
- Meaning was personal views of perceiving and giving an explanation of the contextual events
- Interweaving included both multiple variables and meaning interpretations which characterized the way of interaction by a person in the context.

From points of both two views above, the life career development of a person was seen as a complicated process. In other words, it meant that the one's life career experiences should be absolutely understood when a person enrolled in the context with meaning interpretation building a coherent narrative.

Context

Context included time, space and interrelationships; to be more details, time indicated what was changing naturally during the human life, space was where circumstances occur and interrelationships were complicated interactions of direct and indirect factors within particular time and space. For example in the context of the students at school versus workplace, although the time and space were not the same, interrelationships performed in quite same way that student also needed to get closer relationships with colleagues like classmates, or with managers like professors and these interactions were happening in specific time and space. Consequently, there were always facilitate or hinder in any context that might result in a general approach to be successful as a slang word 'Moxie' meant courage and energy. According to Amundson (1996) defined 'Moxie' as a combination of bravery, vitality, cleverness, assertiveness, skills, competence; and especially, it was flexibility added by Gelatt (1989) and Herr (1993).

Interpretation

Due to the various person-environment interactions leading to many interpretations so the key point was taking perspective. On the same event, there were able to have some different perspectives from different views which could be followed by different meanings. Therefore, the suitable interpretation should be the one making sense of action and context. Anytime in your life, when you have to face with a bad situation, do not think that you are the loser but remember that you are an actor or actress and this life is a theater. They used to say "A blessing in disguise", this bad situation might be the beginning of a better one

and be seen as a good opportunity to change career. However, it is necessary to assess, revise, redesign and re-explicate your performance in the more excellent way after gain experiences from the previous one. I can list a lot of famous people who had passed the bad period of time in their life career in order to be successful at the bottom line.

- She was fired from being a Master of Ceremonies because they said that she was not suitable for a TV show. In whatever way, Oprah Winfrey is a media proprietor and talk show host who is one of the best woman affecting the world.
- He was kicked-off his newspaper publisher because they said that he was not creative enough to have the good ideas; anyway, Walt Disney was 'the father' of Mickey and won twenty-two Academy Awards.
- Feeling so disappointed at age thirty because of laying-off in which company he started-up by himself; however, Steve Jobs was the co-founder, chairman and CEO of Apple Inc.
- She sent the manuscript to twelve different publishers and received all rejections before she finally got published her story by Bloomsbury. Nevertheless, J. K. Rowling kept trying to make Harry Potter and some other books to be famous for a long time.

Narrative

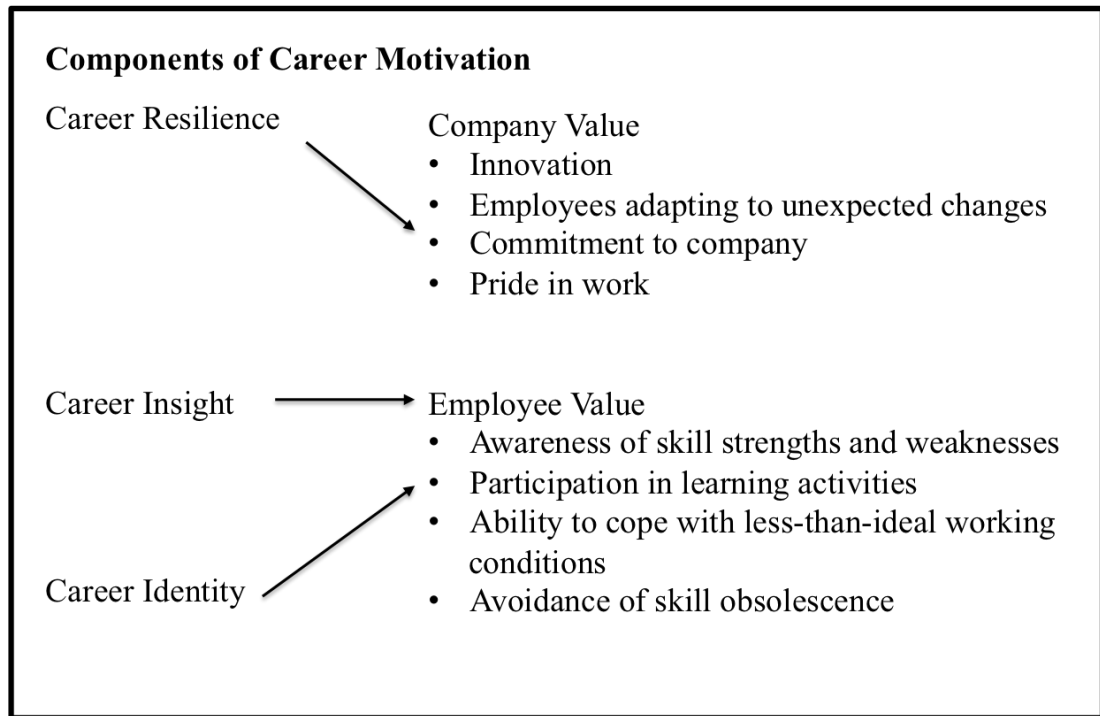
According to Collin and Young (1992, 8), "narrative is built from history, culture, society, relationships and language. It embodies context". Furthermore, Young et al. (1996, 490) supposed that "narrative is not a reproduction of events but a construction that the teller thinks the other should know for some reason". From the combination of these theories, there were also some different narratives depending on context and teller; for example, my narratives about the famous people above only emphasized on the special detailed I wanted to share. Therefore, an efficient narrative should be conducted as a chain of action in a coherent meanings and do not impress human in narratives because the actions built the narrative. In other words, anything is happening is not because of the namely particular individual, it is cause and effect of a sequence of actions. Furthermore, anyone acts the same way in the same context may have the same consequence.

2.3 Why is career management important?

Managing career meant that creating a career plan in order to drive career path going on the right way. Anyone needs to have career plan which may help he or she to analyze strengths, weaknesses, value and favorite side. Besides that, a person can establish the action plan to accomplish the determined career goal. It is important to have two sides' perspectives which are from the career planning of both organization and individual.

- From company's perspective: Lack of encouraging employee in building career plan may lead to the shortage candidates in open vacancies; reduce long commitment in labor contracts and invest ineffectively in training or capability development program.
- From employee's perspective: Without career management, the employee may feel disappointed because of missing the developments, challenges and were not appreciated at work. For a period of time, he or she is disable ability to get a suitable job then changing work quickly.

Therefore, the organization should persuade individual manage the person's career to develop career motivation which is visibly personal efforts, energy and ability in order to get over all barriers during the one's career path. Graph 2 demonstrates three aspects of career motivation and their value for both organization and individual. With high career resilience employees, they are able to adapt to unexpected changes, willing to participate in learning activities and commit to the success of the company. They love innovation and have the awareness of skill strengths and weaknesses. With high career insight employees, they are avoidance of skill obsolescence which may help them to reach the career goals. With high career identity employees, they have the ability to cope with less-than-ideal working conditions in order to complete their tasks anyway and they are also proud of working for the company.



GRAPH 2. The value of career motivation (adapted from Noe 2010, 448).

2.4 Traditional career versus Protean career

In this modern world, everything is changing rapidly and the company's organizational structure also turns to be 'flat' which means that there are fewer levels of management. To be appropriate with this alteration, the career theory is modified from traditional career to protean career. As traditional career model, employees' goal tends to achieve promotions and increase salary; in contrast, the protean employees accomplish the goal of psychological success by their self-direction. Not same as the traditional career, employees in the protean career have to take responsibility by themselves for career management to succeed.

Additionally, due to economic context is more and more complex and competitive; the company traditionally cannot secure for commitment in psychological contract. Therefore, protean employees have chances to enhance their employability from various training programs which help them to be more flexible and gain more experiences for career life. Particularly, psychological success is aimed to the emotional feeling rather than rational results when employees accomplish the life goals. A long time ago in our parents'

generation, they used to assess the person's success by the income and social status. However, as young people in the new generation, they prefer achieving personal goals even though their income is not that high. For example, some of my friends love collecting much more visa stamps in their passports so they want to work for the international companies offering them a lot of business trips. Otherwise, others wish to take care of their family so they chose to work with the local companies. All in all, any achievements make employees feel happy and satisfied with their life goals that would be the psychological success.

A vital difference between traditional career and protean career is the level of expertise. In traditional career, employees only need to 'know-how' that is to gain the suitable skills and essential knowledge to work well in the personal position. Contrastingly, employees in protean career need to 'know-why' and 'know-who' which means that employees clearly understand about all aspects of the company and engage good relationships in contributing their knowledge and developing company. See Table 1 for the comparison between Traditional Career and Protean Career.

TABLE 1. Comparison of Traditional Career and Protean Career (adapted from Noe 2010, 450).

| Dimension | Traditional Career | Protean Career |
|-------------------------------|-----------------------------------|---|
| Goal | Promotions Salary increase | Psychological success |
| Psychological Contract | Security for commitment | Employability for flexibility |
| Mobility | Vertical | Lateral |
| Responsibility for Management | Company | Employee |
| Pattern | Linear and expert | Spiral and transitory |
| Expertise | Know how | Learn how |
| Development | Heavy reliance on formal training | Greater reliance on relationships and job experiences |

2.5 Careers and generational differences

See Table 2 for some particular characteristics of four generations of employees, namely, Traditionalists, Baby Boomers, Generation X and Millennium.

TABLE 2. The specific traits of generations (adapted from Noe 2010, 453).

| Generation | Age | Traits |
|-----------------|--|---|
| Millennium | 16 to 34 (Born 1982–2000) | Are independent spenders Are globally concerned Are health conscious Accept nontraditional families Accept constant change Understand need for training to remain employable Are cyber-savvy Have high expectations Want challenging work Need help managing constructive criticism and managing conflict Good at multitasking but unaware that it could be perceived as offensive by others Interested in frequent coaching and support |
| Generation X | Mid 30s to mid 50s (Born 1965–1981) | Are experienced and confident using new technologies Are diverse Are independent Are entrepreneurial Are flexible Are team players Expect more feedback than older workers do Have a hard time accepting authority Don't want to have to hold people accountable Consider work-life balance to be critical Want status, prestige, authority, and rewards in jobs that make them more marketable and employable Willing to change jobs to acquire new skills and experience (free agents) |
| Baby Boomers | Mid 50s to 70s (Born 1946–1964) | Are idealistic Are competitive Question authority Are members of the “me” generation Want flexible retirement Want meaningful work |
| Traditionalists | Over 70s (Born in 1945 or before) | Are patriotic Are loyal Are fiscally conservative Have faith in institutions Want their experience to be valued Respect previous generations, business leaders |

2.5.1 Traditionalists

Traditionalists were born before 1945 which means that they are over 71 years old. They appreciate loyalty and discipline and tend to respect authority; therefore most of them seem to be a little bit strict. They were born in the wartime and post-war period hence they had to adapt well to an environment of death and enhance valuing austerity. Thereby, they had a big contribution to the success in the past and aimed at social goals of peace and national prosperity. As a result, they are sensible and well-disciplined.

2.5.2 Baby Boomers

Baby Boomers were born in the period of 1946 to 1964 so their ages are about 56 to 70. They are currently successful experts in running the vital corporations because they invented the workaholic or got suffer from its effects. They are optimistic and self-motivated and created huge changes in society such as the hippie movement, women's movement and civil rights.

2.5.3 Generation X

Generation Xers were born in the period of 1965 to 1981 so their ages are about 35 to 55. Achieved the most completed education and training programme, they knew how to get the balance between the career and life. They tend to break the traditional patterns by creating informal working environments and altering the structure of companies from the hierarchical system to horizontal entities. Thus, there is less doubtfulness toward the big organizations where numerous of entrepreneurs have been produced from this generation.

2.5.4 Millennium (also known as Generation Y or Nexten)

Generation Yers started from 1982 up to 2000 so they are quite young. They have lived in the decades with the explosion of information technology; for that reason, it may hard for them to understand the world without it. They enjoyed a pleasant and prosperous life during their childhood and used to demand a high level of autonomy. They tend toward individual needs and want the meaning in what they do. Generation Yers make up the lack of loyalty by the value in the relationships with their colleagues and supervisors.

3 APPLYING AND ASSESSMENT INDIVIDUAL

In this part, I would like to suggest you three practical tools which may help you to have indeed understanding about yourselves and you should use Microsoft Excel for calculating or drawing graphs as the way as I did. To begin, I completed the academic survey for personal testing in boundaryless career and career anchors (APPENDIX 1). Then, my scored survey was saved in Table 3.

TABLE 3. The result of survey about two types of career models

| Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2 | 1 | 4 | 6 | 6 | 5 | 3 | 6 | 5 |
| Q10 | Q11 | Q12 | Q13 | Q14 | Q15 | Q16 | Q17 | Q18 |
| 5 | 3 | 5 | 6 | 3 | 2 | 5 | 3 | 5 |
| Q19 | Q20 | Q21 | Q22 | Q23 | Q24 | Q25 | Q26 | Q27 |
| 2 | 5 | 3 | 5 | 4 | 3 | 4 | 3 | 3 |
| Q28 | Q29 | Q30 | Q31 | Q32 | Q33 | Q34 | Q35 | Q36 |
| 4 | 4 | 3 | 5 | 2 | 3 | 3 | 4 | 4 |
| Q37 | Q38 | Q39 | Q40 | Q41 | Q42 | Q43 | Q44 | Q45 |
| 4 | 4 | 4 | 4 | 4 | 5 | 3 | 3 | 5 |
| Q46 | Q47 | Q48 | Q49 | Q50 | Q51 | Q52 | Q53 | Q54 |
| 3 | 5 | 4 | 4 | 4 | 1 | 1 | 2 | 1 |

3.1 Boundaryless career

3.1.1 Theory of boundaryless career

The boundaryless concept was started by DeFillippi and Arthur (1994); Arthur & Rousseau (1996); Sullivan & Arthur (2006) which "is a sequence of employment opportunities that breaches the boundaries of any single job setting". Particularly, this concept aims to the level of psychological mobility and physical mobility divided into four quadrants. To be more details, psychological mobility is the degree of ability to move as interpreted by the

individual; physical mobility is the degree of actual movement between jobs and/or companies. See Graph 3 for the model of boundaryless career.

Quadrant 1: Stability

Careers in quadrant 1 indicate the low level of psychological and physical mobility. Employees tend to seek stability and security in both career and outside life and only show little desire to change employers. They may have highly specialized knowledge with low transferability to other positions or companies, or may lack basic skills and training demanded a change of employer or area.

Quadrant 2: Openness to job change

Careers in quadrant 2 indicate the low level of psychological mobility and the high level of physical mobility. Employees open to changes in order to see and do more so they may change jobs at short notice, or have multiple employers over a short time. They will display psychological barriers that hinder any personal gain from a potential change; for example, they may 'go along with' a geographical move to support spouse or partner.

Quadrant 3: Personal development

Careers in quadrant 3 indicate the high level of psychological mobility and the low level of physical mobility. Employees are able to recognize and act on personal development opportunities and sustain expectations of their employment without changing employers. They may look for personal development inside or outside the workplace such as continuing education, volunteer work, etc. They often exhibit strong personal confidence in their own abilities, or the lack thereof if the appropriate understanding is not already acquired.

Quadrant 4: Full boundarylessness

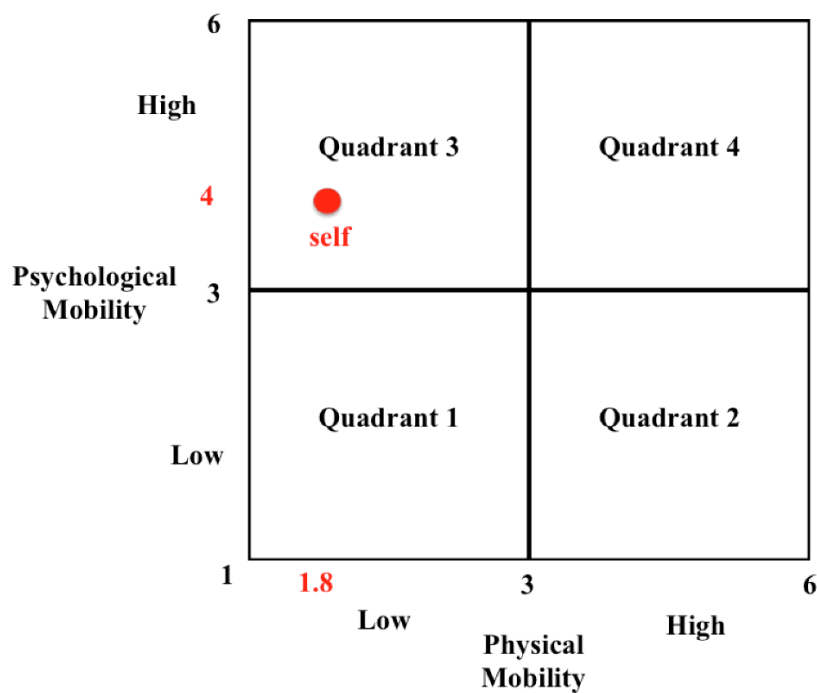
Careers in quadrant 4 indicate the high level of both psychological and physical mobility. Employees may make many physical changes, including upward and lateral such as changing job or location often. They will be psychologically open to other ideas on a regular basis and may view each new job as gaining more expertise and self-confidence. They actively seek a variety of experiences, self-reflection, and may demonstrate a subjective sense of career success which means engaging in work completely different from family or societal expectations.

3.1.2 Personal testing

TABLE 4. Calculating scored for boundaryless career model

| Boundaryless career | Questions | | |
|--|-----------|-------|---------|
| | | Total | Average |
| Boundaryless mindset (psychological mobility) | 42 - 49 | 32 | 4 |
| Mobility preference (physical mobility) | 50 - 54 | 9 | 1.8 |

With boundaryless mindset, it is the average points of all questions in the range of 42 to 49 by taking the total is 32 divided 8 equal 4 points (Table 4). With mobility preference, it is the average points of all questions in the range of 50 to 54 by taking the total is 9 divided 5 equal 1.8 points. Therefore in averaged, I get 4 points for psychological mobility and 1.8 points for physical mobility so I place at quadrant 3 with the careers type of personal development. See Graph 3 for the model of boundaryless career.

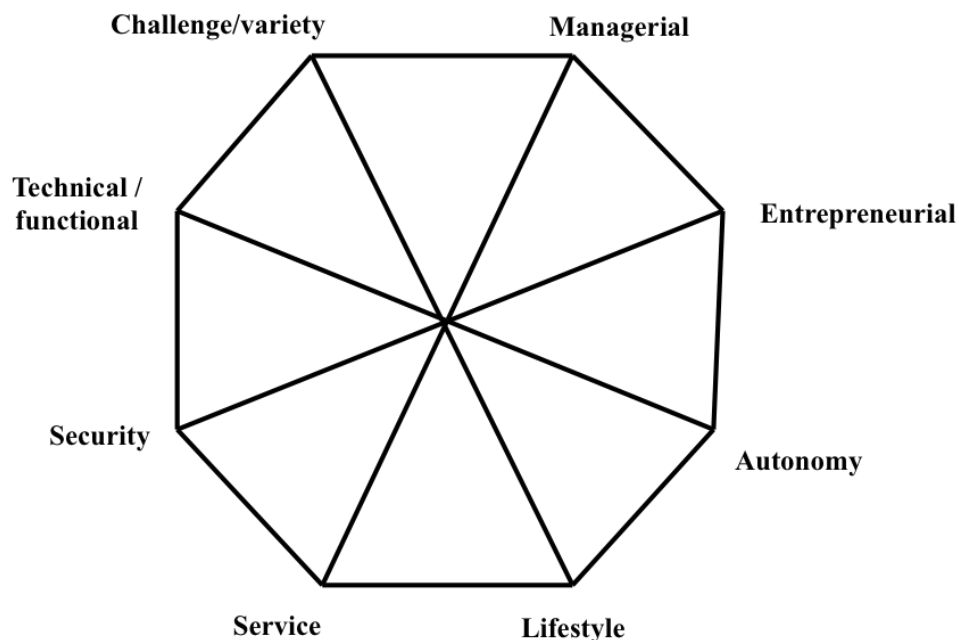


GRAPH 3. Boundaryless career model

3.2 Career anchors

3.2.1 Theory of career anchors

According to Schein (1978, 1990, 2006), career anchor is "the association of self-perceived attitudes, values, needs and talents that individuals develop" through time with respect to careers. The authors said that the knowledge of one's career anchor is vital as it influences the career choices and affects shaping individual goals in life. There are eight career anchors named respectively technical-functional expertise, general management competence, autonomy or independence, security or stability, entrepreneurial creativity, service or dedication to a cause, pure challenge, and lifestyle. They are showed in Graph 4.



GRAPH 4. Career anchor model (adapted from Sullivan & Arthur 2006, 22).

Technical-functional expertise

Employees are purely interested in the content of their work and do not like general management because they feel that it is too political. Specially, they like to stay within their technical or functional area of capability.

Managerial competence

Employees are excited by the occasion to examine and tackle the problems under conditions of insufficient information and uncertainty. Furthermore, they are stimulated in crisis situations and interested in connecting people to achieve the common goal.

Security and stability

The employees' motivation comes from job security and long-term commitment to a particular organization and tends to dislike traveling or relocation. They are willing to follow and be socialized into the values and standards of the organization.

Entrepreneurial creativity

Employees are motivated by the demand to create or establish something that is completely their own project. They are also easy to get bored and tend to move among different projects. All in all, they prefer to initiate new enterprises than manage the created ones.

Autonomy and independence

Employees like the working situations which do not depend on the restrictions of the organization hence they would rather have freedom than the opportunity for a promotion. As a consequence, they tend to make their own plan or schedule and steps of work.

Service and dedication to a cause

Employees want to make the world better and align the job activities with their personal values to support the society. They prefer to look for jobs that meet their values rather than just their skills.

Pure challenge

Employees like to overcome the impediments, tackle the inextricable problems, or defeat tough rivals. They define the career as a fight or competition and the victorious is everything. They are determined and obdurate of those without comparable desires.

Lifestyle

Employees want to get the balance between their career and life so they prefer to work for the corporations that are pro-family values. They concern with issues like paternity or maternity leave, daycare options, etc.

3.2.2 Personal testing

TABLE 5. Calculating scored for career anchor model

| Career anchor | Questions | | | | | | total | average |
|-----------------------|-----------|----|----|----|----|--|-------|---------|
| Technical Competence | 1 | 9 | 17 | 28 | 34 | | 17 | 3.4 |
| Managerial | 2 | 10 | 18 | 29 | 35 | | 19 | 3.8 |
| Autonomy | 3 | 11 | 19 | 25 | 36 | | 17 | 3.4 |
| Security (financial) | 4 | 12 | 27 | | | | 14 | 4.7 |
| Security (geographic) | 21 | 37 | 41 | | | | 11 | 3.7 |
| Entrepreneurial | 5 | 13 | 22 | 26 | 31 | | 25 | 5 |
| Service | 6 | 14 | 20 | 32 | 38 | | 19 | 3.8 |
| Challenge/Variety | 7 | 15 | 23 | 33 | 39 | | 16 | 3.2 |
| Lifestyle | 8 | 16 | 24 | 30 | 40 | | 21 | 4.2 |

Applying the same formulation as calculating points of boundaryless career, it is easy to get the results shown in Table 5. From this results, I can figure out that I tend to be entrepreneurial creativity because it is my highest average points.

3.3 Intelligent Career

3.3.1 Theory of Intelligent Career

Intelligent career model was created by Michel Arthur in the 1980's and 1990's concentrates on the understanding of the firm's culture, know-how and network. See Graph 5 in order to image the interaction among three aspects of the intelligent career model which are knowing-how, knowing-why and knowing-whom.

Knowing-why

This is the first form of knowing which consists of understanding the motivations of employees to work. The employee has to understand clearly his or her values and able to sympathize with the job so there is a link between the value of a person and the environment. An employee will be more motivated to develop its career within a firm if he

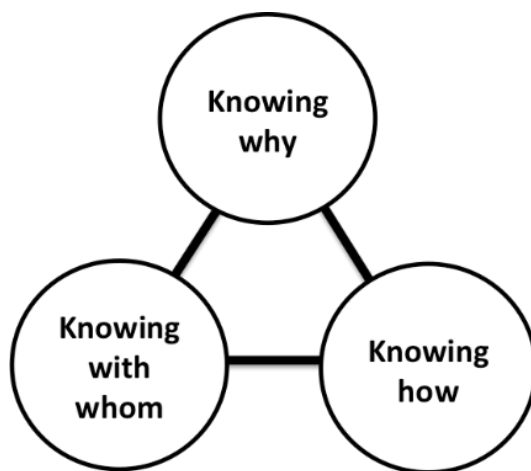
agrees with its values. And vice versa a company needs to define clear values in order to motivate its workforce.

Knowing-how

This is the second form of knowing which corresponds to the potential of a person and the requirements of the environment leading to satisfaction. It indicates the awareness of the skills and knowledge one bring to his or her work and the development of abilities to respond to the needs of the changes in roles. An employee will need to acquire skills and knowledge adapted to its position. And vice versa a firm has to develop the abilities of its workforce to fill the requirements of a (new) position.

Knowing-whom

This is the last form of knowing that aims to develop and maintain the relationships which can impact on one's occupation and think about his or her image and reputation with others. High levels of correlation in this area will happen if the association and networking demands of the individual also bring the benefits to the organization, and vice versa.



GRAPH 5. Intelligent career model

As shown in Graph 5, there is always two sides interactive movement among these three aspects that is a little complicated like this:

- Knowing why to knowing how: Clear motivation for a career may be an inspiration for acquiring new skills or abilities.

- Knowing-why to knowing-whom: A strong interest and attachment in a particular field may be a driver that leads to the search for people with the interest in the same field.
- Knowing-how to knowing-whom: Developing and demonstrating an expertise in a given field might be mean to build a reputation and expand the network.
- Knowing-how to knowing-why: Expanding skills and/or building expertise may be helpful in order to develop self-confidence and increase enthusiasm for work.
- Knowing-whom to knowing-why: Feedback from influential individuals or field experts may increase motivation and strategic awareness.
- Knowing-whom to knowing-how: Development of new networks may expose someone's best practices and help to develop skills and knowledge.

3.3.2 Personal testing

Intelligent Career Card Sort is an online career exploration system which helps users discover their career anchors. This program includes three themes are knowing-why, knowing-how and knowing-whom. Each theme has a lot of color cards symbolizing personal characteristics which are blue cards as knowing-why, yellow cards as knowing-how and green cards as knowing-whom. After selecting your most meaningful cards, you must give the particular interpretation of each your card selection. By doing that way, you not only make sense of the information you have generated but also take firmer ownership of your career future. Below is what I exercised for myself and this online program is also enclosed in the reference.

Blue card interpretations

- I want to be trusted at work

In my opinion, I cannot perform at the best when my colleagues did not believe in me. When you trust someone, you know how to listen and co-operate with him or her as well as you can. Working as a group, the trust is communication with others, solutions finding. By belief in people to build up a good strategy and saving time through being trusted.

- I want to contribute to innovation at work

I want to enjoy and share innovation with my colleagues at work; specially, the innovational teamwork.

- I want to provide for my family

I kept in mind that my family is number one. They are the only one who know how to love and take care of me even though who I am or what I do. It is completely responsible for the family by sharing money, take care of family like they did for me in the childhood, helping in finding solutions for problems.

- I enjoy working in a supportive atmosphere

I know that I am not alone at work and I cannot be successful if I try to do everything by myself. It does not mean that I always need support but it is better when I have that; particularly, exchanging support by both giving and receiving.

- I want to ensure financial security

If I am alone, I can control my finance as well. However, as I mention above, I want to provide my family so I could ask to ensure financial security. Taking care of my family-money is enough for surviving. Money is not the most important thing. I just want a normal 8 hours job, supportive retirement, benefit offers, saving for future.

- I want employment to support my lifestyle

It supports not only my finance but also my experience. I want to be the rich at both. I define my lifestyle is like to be at home and cook by myself, save some money for helping my family and friends when they need or holding parties and buying presents for them for special occasions. I always try to grow experiences in work life and be active.

- I like to fulfill personal goals through my work

I can gain experience from my work then applying them for my personal goals. I define my personal goals: not much risk taking in work, having time to take care of the family; my future goals is high promotions in a job with the best performance.

Yellow card interpretations

- I seek to learn from the people I work with

Everybody has the strong side so I always understand and learn the good things from those who I work with. Learning from the experience of the one I work with is better than reading and studying theories from books.

- I seek to become a more strategic thinker

I love sitting alone, looking at everyone and understanding what is happening around me then evaluating the situation. Therefore, I want to be the one who can think and create the best strategies for my companies.

- I seek to learn from the job situations I experience

I always gain experience whatever I have done even though that is housework or just walk on the street and talk to my friends.

- I seek to become better at reflecting on past experiences

Because when I already had the experiences for doing something, I can do it better. I really want to apply my past experience.

- I seek to better understand my company's strategy

As I mentioned above, I love playing with strategy. Moreover, I think if I want to perform well, I have to understand the company's strategy. Then I can follow the strategy and reach the goal as well.

- I seek to improve my range of business skills

I always want to develop in my career so gaining experiences and improving skills is the best strategy to me.

- I pursue skills and knowledge specific to my occupation

I do not want to be an employee in general, I want to become an expert in my field.

Green card interpretations

- I maintain or develop relationships to access new information

Updating new information from real relationships is very valuable to me. Because in my opinion, I cannot get the believable information without communicating with the one who I had the good relationship.

- I maintain or develop relationships with previous employers

In my opinion, my employers who may know about my history of work so they can understand how best experiences I had. Therefore, they can give me some advice or information that is helpful a lot for my new job.

- I work with teams to help me be more effective in my work

Teamwork means working as a team so I enjoy working with teams. The reality, one brain is not as good as many brains working together. So I think I cannot be more effective in my work unless I work with my team.

- I build relationships with people inside my occupation

I saw that my parents performed very well in their jobs because they know how to maintain the good relationships with people inside their occupation. They know how to give me advice or encourage me or tell me the important information for my occupation because they understand the real situation.

- I develop relationships with customers or clients for my work

I need customers and clients in my career life cycle so I have to develop relationships with them to understand what they want to receive from my business or how they feel about my products and services. However, get closer to make them trust and have the habit in using what my company offers.

- I develop relationships with people who can give me feedback

I think they really love me by giving me feedback to make me better. Through the feedback, I can know where I did wrong or if they did not understand me. Then we can fix the bad situation.

4 RECOMMENDATIONS FROM REALITY

4.1 Interview a successful person in my career dream

We start with a brief introduction of your current job and background, work, company, etc.

I have worked for Unilever for 12 years, since 2003. Starting with the original sales supervisory position, representing Unilever monitors and supports the entire operation of the four distributors, sales over that time about 2 million VND (88,000 Euros) per one. Then I switched to manage distributors which were larger enterprises; especially, there was a distributor having sales over 40 million VND (1,750,210 Euros), the largest in South East Asian. The most impressive achievement became the salesman who had the highest turnover growth nationwide continuously from 2009 to 2012.

Having experiences with systems management, human resources development, investment advisory business development, I was appointed as business's capacity development executive three years ago. By the end of 2014, I was promoted to Training Director at Unilever VN, in charge of food solutions.

What was the next major change in your jobs or organizations?

The next major change in my job took place two-three years, by becoming a training director the entire Unilever Vietnam. Another option if I cannot accomplish that position, I would work as secondment at another country in the same region such as Thailand, Malaysia, Singapore, Indonesia, etc.

How did this come about?

This changes actually launched ten years ago, then two years after beginning working in Unilever. Until now, Unilever was 20th anniversary established in Viet Nam. That moment I realized that no other company could be expert about the systematic, experience, etc. in the distribution sector as Unilever. I determined to learn the best know-how in order to be trained the Vietnamese people later. However, there are many Vietnamese people working for Unilever Vietnam but they are relatively happy with the experience, knowledge and income that they were getting in their work. Therefore, they do not want to learn more

about marketing, finance, HR, IT, etc. then they just stop there. In some feature, I proud of it, and want to learn more if I have an opportunity to be a member of leaders of region south Asia AMED.

What motivated the change?

I began exploring about distribution systems, how they started, how to apply them. Learning by myself, I searched and asked for the materials of accounting software, exclusive sales management system at the time; after that, I became an expert about those. Learning the process of human management, the human resources management, financial management, etc. Next, I enrolled the soft-skill courses such as presentation skills, negotiation skills, customer relationship, etc. When I participated in these courses, almost I always achieved the best result because I respect to knowledge which I received from Unilever and I learn by the passionate pursuit of the purposes strive intelligence.

How did you get interested in those companies?

I have worked for three companies. With me, Unilever gave me the most passion and exciting. Because Unilever is not only a big company but also has the most talented people in Vietnam and abroad as well. I wondered if I did not learn here so where I would study. I tried to learn day by day, apply to the work, contribute to the company, do not refuse to participate in any projects, and when I looked back, I saw that I was growing up a lot.

What did you learn about those companies?

It's hard to list what I learned about Unilever. However, I can recap about the professional working style of Europe such as behavior, attitude, and relationship, etc. all based on job performance.

In what way did the companies welcome you?

The way Unilever welcome me making me surprised; particularly, it is not about the technique, it is about the process. In fact, I am also doing the same process for new bees. This process lasts three months for the ordinary employees, 6 months for the higher level, and twelve months for the talented students, this committee will then be built into a manager. It begins by induction process, included by:

- HR introduce the company, the way of working, culture, compass, etc.
- Training lets them know the general knowledge, functions when they join in, channel knowledge, people who they should contact, etc.
- The coach helps them in probation period, make them do by themselves, review as a timeline, etc.

They then have to present to pass their probation. If they cannot get it, they have some more extra to try again. After this second time, they still cannot pass it, they have to go out. The pressures make them get better day by day.

What did HR do to help you develop your career (workshops, online surveys, retirement)?

HR must guarantee a competitive and fair working environment where everyone has a chance to develop themselves. Each person is assigned a task and if they don't fully understand the assignment, they will be guided in order to finish it. They also have to gather information, data and guidance from related people.

How do you define a career?

In my point of view, career is the sublimation of daily work, finishing the work with high quality, investigating and developing themselves, exciting with the career path they chose. From my own experience, even my line manager commented that I'm not suitable for the role as a trainer but I myself know that I could do it and I implemented to achieve my goals. Finally, my line manager and HR agreed that I was right.

As you look over your career and life so far, can you describe some times that you especially enjoyed (did not enjoy) and what made them enjoyable (not enjoyable)?

The thing that I like is the excited feeling while going to work every morning and the pleasure at the end of the day when summarizing what I have done. The one I dislike is that the position I chose requires lots of traveling.

What were your goals 10 years ago?

I achieved my goals as mentioned above.

What is the most important career need that you will not give up when forced to make a career decision?

When deciding to change my career, my first priority is that I must have a chance to learn new things in new position. The second thing is that the working environment must be as similar as Unilever, it means everything must be handled by work.

How would you describe the ideal job or career for yourself?

Actually, I have a passion for running a business, that's why I chose Economic University to pursue my higher education. Secondly, I want to be an expert in the field that I chose and become a trainer – the one who has profound knowledge and is able to guide others.

In your experience, how do you think companies look at careers?

- Degree in Bachelor and/or Master
- Minimum 4 years of experience in Marketing or Trade Marketing
- Passion for product/service and ideally an understanding of service/catering business
- Initiative/innovative/flexibility and passion to growth; business mindset
- Past people management experience as asset; Good project management
- Strong communication and influencing skills
- Creative and passionate, willing to take challenges
- Proactive, confident and able to work under high pressure
- Good command in English both speaking and writing
- Computer skills
- Good at Presentation, Communication and interpersonal skills
- Willing to work under pressure and comfortable with frequent travel

What do you feel are the essential/ most necessary competencies/skills/knowledge for the job you are doing?

I think that the skill of sharing with all passion is the most important thing for my current job and also for a trainer.

What do you feel will be the essential/most necessary competencies/skills/knowledge for the job you are doing in the next 5 year?

In the future, the one I mentioned above will not change; however, I must gain more knowledge because the changes of economic, social, politics, people and trend are increased so fast.

What are the top 3-5 career strategies you would recommend to someone wishing to enter this field/job/career?

Firstly, it's not easy to orientate a job in Vietnam, there are many people who work in the field that is different from what they have been trained. Therefore, we need to analyze seriously, evaluate yourself, what your strength and weakness are; the chances and trend to find the field that you like. I strongly emphasize "the field" not "the career".

Secondly, after accepting to that field, you should find interesting things to learn and apply them to everyday works. You should know that all knowledge is useful, the more you learn, the better you are. Next, after applying more, you will see which work is the most suitable for you. From this point, let's start to focus on your work and the path you have chosen.

Then you will succeed!

4.2 360 feedback instrument 2012

4.2.1 Theory of 360 feedback

360 survey is the perfect instrument that can help you to collect feedbacks and understand how others think about you. Together, you also have to do this survey by yourself then comparing with what you get from others. By that way, you can examine whether or not what you think about yourself is same as what you perform to others. Noticeably, this survey should be only sent to the people who work with you or deeply understand about you such as managers, peers, customers and/or direct reporters.

However, you should never ask your family members such as your parents to be respondents because you are always an angel in their eyes. The 360 survey instrument

2012 which includes 35 questions in the range from 1 (never) to 6 (always) per one was enclosed in this work (APPENDIX 2). After collecting surveys, you should group questions as Table 6 in order to analyze data easier.

TABLE 6. Group questions of section divisions

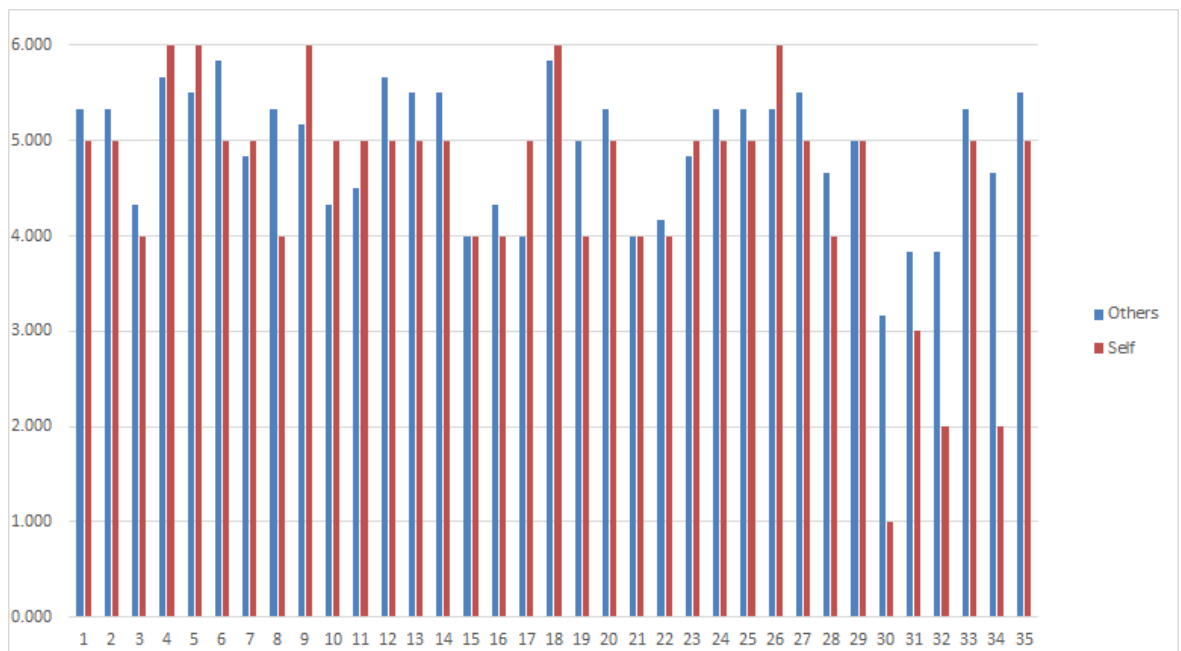
| Section division | Question |
|------------------------------------|----------|
| Interpersonal | 2 |
| | 5 |
| | 6 |
| | 10 |
| | 13 |
| | 14 |
| | 28 |
| | 29 |
| | 33 |
| Trustworthiness | 7 |
| | 8 |
| | 35 |
| Problem-solving Decision-making | 4 |
| | 15 |
| | 21 |
| | 30 |
| | 32 |

| Section division | Question |
|---|----------|
| Self-awareness Regulation/ Disclosure | 9 |
| | 18 |
| | 22 |
| | 23 |
| | 31 |
| | 34 |
| Teamwork | 1 |
| | 3 |
| | 11 |
| | 12 |
| | 24 |
| | 26 |
| Leadership | 27 |
| | 16 |
| | 17 |
| | 19 |
| | 20 |
| | 25 |

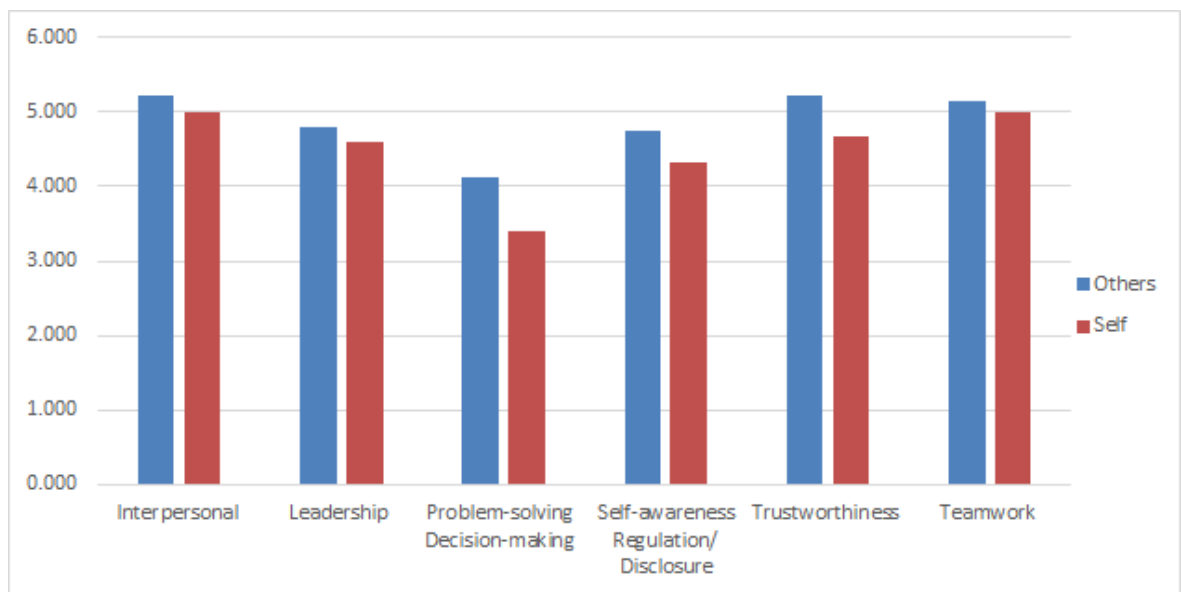
4.2.2 Personal testing

From Graph 5, there are three questions I evaluated exactly same as others which mean that together we see that I demonstrate leadership and courage in difficult and critical situations; I have the ability to develop innovative solutions to problems; and I readily expresses admiration and/or appreciation for others. However, we have a little dissent at question 30, 32 and 34. While I think that I try to eliminate these aspects, I see am quick to

challenge someone when I disagree with them; I insist upon very precise definitions in arguments' and I openly express their feelings and emotions as a rule. To be more details, Graph 6 showed that we all appreciate my ability in interpersonal, trustworthiness and teamwork; in contrast, it seems that I am not good at problem-solving and decision-making. All in all, I think what others see at me is absolutely who I am.



GRAPH 6. Variances among questions



GRAPH 7. Variances among group characteristics

5 PERSONAL ANALYZING

I always try my best for my family because deeply in my mind, family is my number one. I still remember how they took care of me when I lived with them; therefore, I need to return those when I mature. The question is “How can I do that?” and the answer is not only being successful in my career but also spending time with my family.

I just need a normal job in business with only eight working hour per day, then I will have time for my family at the end of day and weekends. I think that I am not willing to work overtime and I am not a workaholic as I want to balance between my family and work. Nowadays, there are more and more perfect employees so how I can have a good job without working totally hard. Therefore, I keep myself to be an active and effective employee during the office time. However, as the interviewee, if I want to be success business man, I need to travel a lot and it is not sure that I can save time for my family. Moreover, because I am a female businessman, it is not easy for me to be active in work and family at the same time. I should discuss seriously with my family that someone is willing to help me in order to take care of my family when I need time for work.

In my opinion, I may be good at human resources management and strategy management. I know how to read a person, listen to them and understand the situation. My friends said that I am not a talkative person but most my conversation is meaningful. Besides that, I am quite easy to put myself into their story then I know how to motivate or give them the suitable advice. I enjoy exploring the characteristics and behaviors of people then I can decide the best way to communicate with them. I think a human resources manager should have these skills and passion for managing human resources. Through my daily life, I noticed that I am good at giving solutions because my friends usually ask me whenever they have any problems about their life. I always build a clear process step by step for them, what they have to do and how they should communicate in order to solve their problems. Most of them were successful when they applied exactly what I planned. Particularly, I asked them the small questions about their problems that not only helped me understand their stories but also help them find out the situation. Therefore, I think that I might be a good strategy manager in the future.

As the interviewee, what I understand about myself is quite good but that is not enough to have the decision. If I want to be a human resources manager, in each short period of time, I should choose a company and read more about their human resources management. Then making a list of their strengths and weaknesses, and think what I should do if I was them. Moreover, I also need to ask people around me that what they want from human resources manager. Otherwise, if I want to be a strategy manager, I need to know how to analyze the market. Because the best strategy manager who know how to emphasize the market at the best. However, I should not get confuse about these two careers, I should research clearly about each of them then choosing only one and training myself to be an expert about that.

I understand that basic knowledge and theories are very important but I love focusing on experiences and skills. Therefore, I always gain experience everyday even though that is just a small case. For example, I found out an effective way to wash dishes that I can save my time, washing-up liquid and water. By gaining experience whenever I can, I can have the best performance; however, with something new, I would love learning from people working with me. Therefore, I always respect, build, maintain and develop as much relationship as I can. My interviewee also agrees that I always have to learn exactly where I am working, learning their strengths and know about their weaknesses. Besides that, I also need to find out my strengths and weaknesses then applying what I learn from them and fix my weaknesses.

From the pass till now, whenever I want to reach the goal, I always know how I can do that and I get it as well but those are quite small in comparison with others'. The interviewee suggested that it is quite good but it would be better if I know how to grow up every day by learning, training, communicating, practicing, etc. anything as I want. Then after 10 years, if I cannot reach my goal, I totally misunderstood about myself and did not know how to set the goal or I was not interested enough in this goal. As I mentioned above, I can reach my goal that means I know how to work individual as well. However, I love working as a team because I understand that many brains work together is always better than one. Moreover, I like receiving feedback from the one who I work with because I think they know who I am at working environment.

My interviewee and I have the same opinion about passion and salary. We both do not depend on the “money”, we just need enough to survive and guarantee for the future when we get older. We do not want to be a famous one or the person of the world, we just want to do what we want – feeling excited every morning for work. However, as a young girl, I am quite mutinous because I will ignore someone or something that I dislike. The interviewee said that it is normal as a young student; however in the real working environment, I have to control myself and always be nice to the one who I work with even though I hate them. He shares me some real situations from his career experience that made me think that everyone has at least one own mask.

6 CONCLUSION

According to Ernest Hemingway, an American writer, "now is no time to think of what you do not have. Think of what you can do with what there is". I hope you were enjoying this report with a cup of coffee then closing your eyes and rewinding all the main points. Moreover, it would be a pleasure for me when you see my work is useful and you feel interested in applying the approaches that I suggested. Now, let's take a review tour and start your own career management.

First, career management is important and necessary for both organizations and individuals because it brings values to both employers and employees. Career is unfolding and developing through life experiences; and vice versa, people use career experiences to evolving life. Therefore, every person has a career which is person-centered and dynamic during the life span. In other words, as a person is still alive, he or she still has a career to pursue. For that reason, 'career' term should be replaced by 'career development'. From this point of view, the term 'career development' will be defined as three explanations: career as life process, career as individual agency and career as meaning making. Career as life process is the transitional process, the developmental nature and includes the diverse roles. Career as the individual agency is the self-concept including two statuses which are self-awareness and self-efficacy. Career as meaning making is a coherent process of context, interpretation, and narrative.

Second, traditional career type was enhanced to protean career type due to the differences throughout four generations and the effect of social needs as well as world economic status. Traditional career aimed to practical achievement; in contrast, the goal of protean career is the psychological success. Besides, understanding four generations is required to comprehend the trend of career changes and to interpret the creation of protean career. To be more details, four generations are Traditionalists, Baby Boomers, Generation X and Millennium (also known as Generation Y or Nexten). Traditionalists are people who established marks on the history and mostly retired. Baby Boomers and Gen Xers are people who are experiencing their career. Specially, Generation Y is the youngest but the most distinctive generation because they were born in the information technology era. Every generation has its own particular strengths and weaknesses.

Last but not least, self-assessment is the most difficult and time-consuming part in my work. I had to understand the theory of each approach and learned how to use them practically. Specifically, they are the boundaryless career, career anchors, intelligent Career, 360 feedback instrument 2012 and interview about the reality of dreaming career. Each of them also includes my story hence I hope you would enjoy reading those. Furthermore, do not hesitate to examine by using these approaches so that you can understand more about yourself and set your career goals. Besides that, I would like to recommend you to take the Belbin and MBTi tests to determine how you perform in a teamwork and your behavior trends toward social matters. Noted that, the result of those tests might change by the time because of the divergence of your life stages; especially when you encountered an unforgettable event.

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Academic survey for boundaryless career and career anchors

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APPENDIX 2

Survey of 360 Feedback instrument 2012

| | | Never | | | | | Always |
|----|--|-------|---|---|---|---|--------|
| | | 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | Contributes to a positive and fun environment | | | | | | |
| 2 | Treats all people fairly and with respect | | | | | | |
| 3 | Identifies potential opportunities for compromise | | | | | | |
| 4 | Tries to understand other perspectives before making judgments | | | | | | |
| 5 | Values the opinions of diverse groups and individuals | | | | | | |
| 6 | Demonstrates sincerity in actions with others | | | | | | |
| 7 | Does what was promised | | | | | | |
| 8 | Protects the integrity and confidentiality of information | | | | | | |
| 9 | Accepts responsibility for mistakes | | | | | | |
| 10 | Applies appropriate communication techniques to a given situation | | | | | | |
| 11 | Able to work closely with others who are considered to be difficult to work with | | | | | | |
| 12 | Creates an atmosphere that supports the open expression of ideas and feelings | | | | | | |
| 13 | Demonstrates compassion and understanding of others | | | | | | |
| 14 | Is open and approachable | | | | | | |
| 15 | Demonstrates leadership and courage in difficult and critical situations | | | | | | |
| 16 | Able to influence others | | | | | | |
| 17 | Acts decisively in implementing decisions | | | | | | |
| 18 | Has own self-development plan; seeks opportunities for self-developed | | | | | | |
| 19 | Demonstrates through personal behavior the commitment to high standards and ethics | | | | | | |
| 20 | Persists until goals are achieved and commitments are met | | | | | | |
| 21 | Ability to develop innovative solutions to problems | | | | | | |
| 22 | Analyzes own reactions on the spot to ensure that communication remains open and effective | | | | | | |
| 23 | Is aware of personal impact on others and adjusts behavior when necessary | | | | | | |
| 24 | Carries his/her share of the workload | | | | | | |
| 25 | Communicates a clear message so that teamwork and collaboration is at its best | | | | | | |

| | | | | | | | |
|----|--|--|--|--|--|--|--|
| 26 | Provides assistance and support to other team members when needed | | | | | | |
| 27 | Shares credit for accomplishments with team members | | | | | | |
| 28 | Comfortable interacting with a variety of people | | | | | | |
| 29 | Readily expresses admiration and/or appreciation for others | | | | | | |
| 30 | When he/she disagrees with someone, they are quick to challenge them | | | | | | |
| 31 | Uses lots of gestures when they communicate | | | | | | |
| 32 | In arguments, he/she insists upon very precise definitions | | | | | | |
| 33 | Listens very carefully to people | | | | | | |
| 34 | As a rule, he/she openly expresses their feelings and emotions | | | | | | |
| 35 | He/she is always honest | | | | | | |